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Approved For Release 2002/08/15 : CIA-RDP84-00780R000500160009-3

F I L E

DD/S 64-5822

NOV 13 1964

MEMORANDUM FOR THE RECORD

SUBJECT: Office of Personnel Briefing - Clandestine Services Personnel  
Division on 12 November 1964

1. Present were: Colonel White, Mr. Bannerman, Mr. Echols, [REDACTED]

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2. [REDACTED] reviewed the mission and functions of the Clandestine Services Personnel Division, describing the role it plays in the personnel management of the Clandestine Services. He pointed out that within the over-all "D" Career Service a noticeable trend toward specialization has been developing in two ways. Some people develop an area specialization and others seem to be developing functional specializations. Colonel White urged [REDACTED] to be continually alert to detect any tendency in individual cases for people to become so specialized that they lose flexibility and can no longer be considered for assignment outside the functional specialty they have developed. War planning and police activities were cited specifically as specialties which, by title alone, imply that people can get into a rut from which they cannot be extricated.

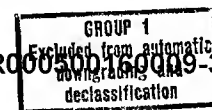
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3. [REDACTED] joined the meeting to describe the system of rotation between the Office of Training and the Clandestine Services. He pointed out that it is not always possible to work a one-for-one exchange but normally a pretty close balance is maintained between the number of people assigned to the Office of Training by the Clandestine Services and those assigned to the Clandestine Services by the Office of Training. [REDACTED] made the point that the Clandestine Services screen carefully all Operations Officers considered for rotational assignment to the Office of Training to ensure that only those are assigned who are considered to have the qualifications to be good instructors. It is his conviction, however, that the Office of Training does not provide an equivalent screening service. Rather, the Office of Training certifies to the Clandestine Services anyone who is available and who the Director of Training seems to think would like to have an overseas tour. Frequently, people holding administrative positions and even secretaries are offered for overseas rotation. People returning to the Office of Training after a tour with the Clandestine Services do not always become instructors but frequently are assigned to administrative positions and Mr. [REDACTED] feels this raises a question of the validity of the rotational program. In addition, Mr. [REDACTED] made the point that

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the same people are offered repeatedly for overseas tours even though they may not have completed a full tour in the Office of Training since their last previous overseas experience.

4. Colonel White suggested that this problem be pursued and that more precise criteria for rotation be developed. These criteria should be possible to develop within the principle that Operations Officers should not be sent to the Office of Training unless there is demonstrable reason to believe that they can perform as good instructors. On the other hand, it may not always be reasonable to expect that people who are good instructors will necessarily be equally as good as operators. The program should be limited to instructors, however, and the Office of Training should not use it to try to get overseas experience for administrative personnel.

25X1 5. [ ] joined the meeting to describe the activities of the Agent Panel.

[ ]  
Special Assistant to the  
Deputy Director for Support

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SA-DD/S:RHW:nfa (13 Nov 64)

Distribution:

cc: Director of Personnel  
Chief, Clandestine Services Personnel  
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